



Hawkesbury City Council

attachment 1  
to  
item 062

Delivery Program 2017 - 2021  
Progress Report  
1 July 2017 - 31 December 2017

date of meeting: 13 March 2018  
location: council chambers  
time: 6:30 p.m.





The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>Our Leadership</b>			
<b>1.1 Local leadership and effective governance - Provide representative, responsive accountable governance</b>			
<b>1.1.1 Council's elected leaders will actively connect and collaborate with the community.</b>			
Develop a communication strategy to increase community understanding of Council's elected leader's roles and responsibilities	Strategy developed and reported to Council	Commenced	Council's webpage has been updated to increase the community's understanding of the role and responsibilities of Council's elected leaders. The information on the electoral members is now readily available on the Councillor Profile page on council's website.
<b>1.2 Communication and engagement - Encourage an informed community and enable meaningful engagement</b>			
<b>1.2.1 Provide open and clear lines of communication with the community that use the most current forms of digital technology.</b>			
Review and update Council's Community Engagement Policy	Review completed and revised draft Policy reported to Council for public exhibition	Commenced	The Community Engagement Policy has been revised with input from the Access and Inclusion Advisory Committee. The revised draft Policy will be reported to Council for public exhibition.
Develop a Digital Communication Strategy	Strategy prepared	Completed	The Digital Communication Strategy is to be reported to Council.
Implement communication tools to increase community understanding of Council's role and responsibilities and demonstrate transparency and	Communication tools implemented and engagement with the community expanded	Completed	Implementation of a range of communication tools including town meetings, information kiosks, mail outs, website updates, and online



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

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accountability (CC)			surveys to maximise engagement with the community across a range of platforms. Council has recently increased digital engagement with the community through Facebook and Snapchat. Podcasting of Council meetings has also commenced and is available on Council's website.
<b>1.2.2 Council's communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in the Hawkesbury</b>			
Undertake consultation with the community regarding Council's roles and functions	Number and variety of community engagement activities undertaken	Completed	Investing in Your Future consultation was undertaken which included 10 town meetings, 8 information kiosks at shopping centres and markets, telephone and regular online surveys, Facebook posts, and website updates.
<b>1.2.3 Provide quality customer service to the community.</b>			
Operate customer service unit incorporating telephone enquiry centre and front counter service 8.30am to 5.00pm Monday to Friday	Performance benchmarks achieved	Completed	A total of 29,343 telephone calls were received in addition to 10,846 front counter enquiries for the period 1 July to 31 December 2017.
Implement a program for the roll-out of on-line and digital customer service platforms	Number of customer transactions migrated to online platforms	Partially completed	Customers can now log 7 categories of customer transactions via on-line forms. With further advancement of social media platforms additional customer transactions will be migrated.



The Hawkesbury 2036... It's Our Future

Our Leadership

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>1.3 Financial Sustainability - Build strong financial sustainability for now and future generations</b>			
<b>1.3.1 In all of Council's strategies, plans and decision making there will be a strong focus on financial sustainability</b>			
Promote and foster business process review during the annual budget process and, where appropriate,	Processes reviewed and implemented where	Partially completed	As part of implementing Council's Fit for the Future Plan, all of Council's services will be reviewed. Specific processes will be identified as part of the development of the 2018/19 Draft Operational Plan, due to commence in February 2018. Appropriate management of resourcing actions will be taken.
Review Council's revenue generating activities annually as part of the Operational Plan process	Existing revenue generation activities sustained and opportunities for additional activities identified and implemented where feasible	Commenced	The 2018/2019 annual budget process commenced in October 2017. Council's revenue generating activities and associated fees and charges are currently under review as part of the budget process.
Ensure optimal utilisation and return on Council funds	Funds invested in line with legislative requirements and Council's Investment Policy	Completed	All Council funds were invested in line with legislative requirements and Council's Investment Policy. Council's Investment Policy is scheduled to be reviewed by June 2018. Independent investment advice has been obtained on a quarterly basis.
Prepare and submit applications to funding authorities	Applications lodged as necessary	Completed	A total of 10 Grant Applications were lodged during the reporting period.



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
Provide rental income from Council owned properties under lease	Income provided from leased properties	Completed	Income received from Council's commercial properties.
Prepare development contributions plans and Voluntary Planning Agreements as required	Plans and agreements prepared as required	Commenced	A single VPA was reported to Council for public exhibition during the reporting period.
Align Council's provision of services and assets with available funding to achieve a break-even operating result	Achieve operating performance result in line with Fit For The Future Plan	Commenced	The 2018/2019 Draft Operational Plan process commenced in October 2017 with the aim of continuing the provision of Council's services at current levels. Identification of efficiency savings, in line with Council's Fit for the Future Plan has commenced. It is expected that a draft operational plan will be reported to Council in April 2018.
Implement Council's Fit For The Future strategies to secure Council's long term sustainability	Action items identified and reported to Council for implementation	Partially completed	Implementation of all FFTF Strategies has commenced. The process for implementation of the primary strategy, being a Special Rate Variation commencing in 2018/2019, is advanced. Council adopted the Supplementary Resourcing Strategy 2017-2027 and Supplementary Delivery Program 2017-2021, and confirmed Option Three as its preferred option and resolved to notify the Independent Pricing and Regulatory Tribunal of its intention to apply for a Special Rates Variation at the Ordinary Meeting on 28 November 2017. Council Officers commenced preparation of the application for a Special Rates Variation which is to be submitted for Council's consideration at the



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Review Council's Long Term Financial Plan to ensure Council remain financially sustainable as measured against Fit For The Future benchmarks	Plan reviewed and compared to target Fit For The Future benchmarks	Commenced	<p>Ordinary Meeting on 30 January 2018.</p> <p>The review of Council's Long Term Financial Plan (LTFP) is undertaken annually as part of the budget process. The 2018/2019 Budget process commenced in October 2017. Assumptions, service levels, revenue base and the impact of the draft Budget 2018/2019 on the LTFP will be considered in preparing the LTFP. The LTFP, as part of the Resourcing Strategy 2018-2028 will be reported to Council in June 2018.</p>
<p><b>1.3.2 Meet the needs of the community now and into the future by managing Council's assets with a long-term focus</b></p>			
Prepare Asset Management Plans and long term funding needs projections for sustainable asset service provision	Asset Management Plans for key infrastructure assets prepared and reported to Council	Completed	<p>Asset Management Plans have been developed and incorporated into the Supplementary Resourcing Strategy 2017-2027, which was adopted by Council at the Ordinary Meeting on 28 November 2017. The adopted Asset Management Plans will be reviewed as part of the preparation of the Resourcing Strategy 2018-2028 to be considered for adoption by Council at its Ordinary Meeting in June 2018.</p>



The Hawkesbury 2036... It's Our Future

Our Leadership

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>1.3.3 Decisions relating to determining priorities will be made in the long term interests of the community</b>			
Implement Council's Fit for the Future Strategies	Actions implemented in accordance with the Fit for the Future strategies	Commenced	Implementation of all FFTF Strategies has commenced. The process for implementation of the primary strategy, being a Special Rate Variation commencing in 2018/2019, is advanced. Council adopted the Supplementary Resourcing Strategy 2017-2027 and Supplementary Delivery Program 2017-2021, and confirmed Option Three as its preferred option and resolved to notify the Independent Pricing and Regulatory Tribunal of its intention to apply for a Special Rates Variation at the Ordinary Meeting on 28 November 2017. Council Officers commenced preparation of the application for a Special Rates Variation which is to be submitted for Council's consideration at the Ordinary Meeting on 30 January 2018.
<b>1.4 Reinforcing and establishing effective strategic partnerships - Build strong relationships and shared responsibilities</b>			
<b>1.4.1 Foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Hawkesbury</b>			
Engage with and provide advice to relevant government agencies and peak bodies	Engagement undertaken and advice provided - SP	Commenced	Ongoing engagement has occurred during the reporting period with numerous government agencies. This has particularly been with the Greater Sydney Commission as part of the Draft Western City District Planning process and





The Hawkesbury 2036... It's Our Future

Our Leadership

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
through the City Deal process for Western Sydney.			
<b>1.4.2 Achieve higher strategic capacity through strategic alliances and partnerships</b>			
Maintain the Regional Strategic Alliance between Penrith, Blue Mountains and Hawkesbury councils	Regional Strategic Alliance maintained	Completed and ongoing	Regional Strategic Alliance maintained through a range of projects.
Undertake the Sister Cities and City Country Alliance Program, in conjunction with Hawkesbury Sister City Association	Program funded and reported to Council	Completed	Traditional range of actions and activities maintained.
Maintain and develop Council's participation in Civic Risk West and Civic West Mutual to enhance Council's various insurances	Membership maintained and developed	Completed and ongoing	All insurance programs renewed for 2017/2018 financial year.
Provide Companion Animal Shelter services to the community	Services provided and monthly rehoming rates of 90% or above for dogs and 60% or above for cats achieved	Commenced	Rehoming rates of dogs are currently trending to 90% and cats to 60%. This has been made possible with the continued assistance of the welfare groups that Council works with.
Manage event partnerships to ensure that efficient use of funding and resources is achieved	Sponsorship agreements executed	Completed	Sponsorship Agreements entered into for significant local events including Australia Day on the Hawkesbury and We Are Hawkesbury 25 Places Photographic competition. Sponsorship Agreements have also been prepared for local events including St Albans Writers Festival, Kurrajong-a-buzz, Blues and Roots Festival in Windsor, Christmas Program across



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Manage the Agreement for the operation and management of the Hawkesbury Leisure Centres	Formal meetings of representatives of YMCA NSW and relevant Council staff held every three months. Reports and other documentation provided by YMCA NSW as required under the Agreement.	Completed	Hawkesbury towns, St Matthews Windsor Birthday Bash.  Formal meetings were held on 25 September 2017 and 20 December 2017 between Council Officers and representatives of YMCA NSW to discuss the management and operation of the Centres. A number of informal meetings and discussions have also taken place. Reports and various documentation as required were received by Council from YMCA NSW in accordance with the Contract.
<b>1.5 Regulation and Compliance - Encourage a shared responsibility for effective local compliance</b>			
<b>1.5.1 Undertake Council initiatives within a clear and fair framework of strategic planning, policies, procedures and service standards as required under all regulatory frameworks.</b>			
Review and develop Human Resources / Industrial Relations policies, procedures and delegations to meet legislative requirements	Policies, procedures and delegations meet legislative requirements	Commenced	Review of Delegations Database commenced and will be completed at the end of the review period. Policies and procedures continue to be updated in accordance with legislative requirements.
Prepare all statutory and licencing reports for McGraths Hill and South Windsor sewage treatment systems and Hawkesbury City Waste Management Facility	Reports submitted to relevant authorities within required timeframes	Completed	All statutory and licencing reports have been prepared and submitted within required timeframes.



<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
Implement Council's Work Health and Safety Strategy and Plan	Strategy and Plan implemented	Partially completed	Review process has commenced.
Provide Companion Animal reports in line with legislative requirements	Reports submitted to relevant authorities within required timeframes	Commenced	Reports provided to the Office of Local Government as required within the set timeframes.
Report Public Interest Disclosures (PIDs) in accordance with legislative requirements	Reports provided as required	Completed and ongoing	Public interest Disclosure Annual Report submitted to NSW Ombudsman's Office in accordance with legislative requirements.
Forward privacy complaints immediately to the Office of the Privacy Commissioner	Documents forwarded as required	Completed	No privacy complaints were received during the reporting period.
Complete and report Pecuniary Interest Returns in accordance with legislative requirements	Returns lodged as required	Completed	All Pecuniary Interest Returns were received and reported to Council within legislative timeframes.
Review Council's Publication Guide in accordance with legislative requirements	Guide reviewed as required	Completed	Publication Guide reviewed and published on Council's website in July 2017 in accordance with legislative requirements.
Provide statutory statistical reports to relevant government agencies on development activity	Statistical reports provided to relevant government agencies as required	Commenced	This reporting process is ongoing throughout the year as various reports are sent to government agencies throughout the year.



<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
Prepare and forward all relevant statutory reports for Crown lands	Crown land reports submitted to relevant authority within required timeframe	Completed	Crown land report has been submitted.
Prepare and forward all relevant statutory reports for roads and associated infrastructure	All reports submitted to relevant authorities within required timeframes	Completed	Roads to Recovery and RMS Reports have been completed in accordance with the funding agreement.
Provide financial reporting in line with legislative requirements and Guidelines issued by the Office of Local Government	Financial reports submitted to the relevant authority within the required deadline	Completed	All financial reports and returns as required by the Office of Local Government (OLG) were completed and submitted to both the OLG and Council within the regulated reporting periods.
Ensure sound administration of rates and charges across the Hawkesbury in line with legislative requirements	Rating categorisation, rates Levy and charges determined in line with legislative requirements	Completed	Rating categorisation, Rates Levy and Charges were determined in line with legislative requirements. The new rates structure, as adopted by Council, and amended land valuations as provided by the Valuer General in 2016 were used to determine the rates generation.
Maintain financial information in line with legislative requirements	Accounting records maintained in line with applicable legislation and Accounting Standards	Completed	Accounting records were maintained in line with relevant legislation and Accounting Standards. An unqualified audit opinion was received for the audit conducted on the 2016/2017 Financial Statements.



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
Prepare Quarterly Budget Review Statements	Statements submitted to Council in line with legislative requirements	Partially completed	The September 2017 Quarterly Budget Review Statement (QBRs) was adopted by Council on 28 November 2017. The December 2017 QBRs is scheduled to be included in the Business Papers on 27 February 2018 for Council's consideration.
Prepare 2017-2021 Delivery Program progress reports	Reports prepared and reported to Council	Completed	All reports prepared and reported to Council on a six monthly basis.
Prepare Council's Annual Report	Report prepared, published on Council's website and Office of Local Government advised by 30 November 2018	Completed	The 2016/2017 Annual Financial Statements were included in the 2016/2017 Annual Report submitted to Council at its meeting of 14 November 2017. The 2016/2017 Annual Report was published on Council's website and relevant departments and organisations advised prior to 30 November 2017.
Prepare Council's Resourcing Strategy	Strategy prepared and reported to Council	Commenced	The review of Council's Resourcing Strategy is undertaken annually as part of the budget process. The 2018/2019 Budget process has commenced. Assumptions, service levels, revenue base and the impact of the Draft Budget 2018/2019 on the Resourcing Strategy will be reviewed over the next five months. The Resourcing Strategy 2018-2028 will be submitted for Council's consideration in June 2018.



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
Prepare Council's 2018/2019 Operational Plan	Plan prepared and adopted by Council	Commenced	The 2017/2018 Operational Plan (OP) commenced in October 2017. Managers are currently completing Draft Budgets, as part of the OP process. The 2018/2019 Draft OP is scheduled to be presented to Council for consideration in April 2018, exhibited shortly after and then considered for adoption in June 2018.
Council meeting cycle meets legislative requirements	At least 10 Council meetings held each year, in different months. Business Papers made available to the public in accordance with Council's Code of Meeting Practice	Completed	At least ten meetings scheduled for each year, in different months. Business papers were made available to the public in accordance with Council's Code of Meeting Practice.
Review Council committees and membership annually	Review undertaken and reported to Council	Completed	Annual review undertaken and reported to Council.
Provide community access to Council information	Relevant provisions of Government Information (Public Access) Act 2009 complied with	Completed	Relevant provisions of Government Information (Public Access) Act 2009 complied with.
Provide access to development application information consistent with statutory requirements	Information made publically available in accordance with statutory requirements	Commenced	This is an ongoing process. The DA Tracker is updated on a daily basis.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Collect and remit Fire and Emergency Services Levies in line with legislative requirements	Fire and Emergency Services Levies collected and remitted to NSW Government on a quarterly basis in line with legislation	No longer required.	The NSW Government determined not to proceed with the changes in the collection of the Fire and Emergency Services Levy in June 2017.
<b>1.5.2 Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council.</b>			
Investigate customer service complaints and compliments in accordance with process and timeframes within Council's Complaints Policy	Number of complaints finalised within required timeframes - Shared	Completed	A total of 15 Customer Complaints and 26 Compliments were received and addressed using Council's Complaints and Compliments procedures for the reporting period.
Provide support to the Audit Committee	Support provided	Completed	Audit Committee meeting held 13 September 2017. Audit scheduled for 6 December 2017 postponed to 7 February 2018.
Conduct audits in accordance with Council's plan	Audits completed and recommendations implemented	Completed	A number of audits were in progress at the time of reporting. Time frames are monitored by the Executive to ensure audit recommendations are implemented.
Develop an implementation plan to deliver Enterprise Risk Management (ERM) to the organisation	Plan developed and ERM implemented	Not yet commenced	Project under review by the General Manager with possible commencement in 4th quarter.



The Hawkesbury 2036... It's Our Future

**Our Leadership**

2017-2036

DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Consider appeals to Council generated fines and orders	Appeals considered by Council Fines and Orders Appeal Assessment Panel as required	Commenced	Panel met on an "as needed" basis to consider appeals lodged in accordance with policy requirements.
<b>1.6 Corporate Services - port the operation of the organisation through the provision of effective and efficient corporate support services</b>			
<b>1.6.1 Council will seek to attract, develop and retain highly skilled staff and a highly capable workforce</b>			
Commence implementation of strategies as identified in Council's Workforce Management Plan	Strategies commenced	Commenced	Work commenced on developing reporting frameworks to detail workforce statistics to assist develop improved workforce planning strategies.
<b>1.6.2 Council's workforce, systems and processes will support high performance and optimal service delivery for our community</b>			
Provide legal services to Council	Urgent legal advice provided to Council within 24 hours and other legal advice provided within agreed timeframes. Monthly reports received from Council's Solicitors outlining legal matters	Completed	All urgent legal advice was provided immediately or within 24 hours of the initial request. All other legal advice was provided within agreed timeframes. Monthly reports were received from both of Council's Solicitors outlining outstanding legal matters.
Provide Survey, Design and Spatial Information Systems services and support	Services and support provided	Completed	Survey, design and Spatial Information System services and support were provided and on schedule in accordance with program targets.





<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
Provide support to the Development Application Monitoring Advisory Committee (DAMAC)	Support provided	No longer required	DAMAC reporting has been replaced with reporting to the full Council on a six monthly basis.
Explore opportunities to improve application processing times for development	Opportunities explored and implemented	Commenced	Ongoing process of refinement and improvement on a continuous basis.
Provide Development Application assessment services	Services provided	Commenced	Development Application assessment services is provided in an ongoing manner.
Provide design compliance, construction compliance and certification services	Services provided	Commenced	Design compliance, construction compliance and certification services are provided on an ongoing basis.
Provided Swimming Pool Fence inspection and compliance services on behalf of Council	Services provided	Commenced	Swimming pool fence inspections and compliance services have been provided. However recruitment for this position has been unsuccessful during this period.
Provide Fire Safety compliance services	Services provided	Commenced	A new process has been established for the function of collecting fire safety inspection certificates. However due to the liability involved, Council has not commenced with the Fire Safety compliance services.
Provide publishing and printing services to Council and the community	Services provided	Completed	Publishing and Printing services provided.



The Hawkesbury 2036... It's Our Future

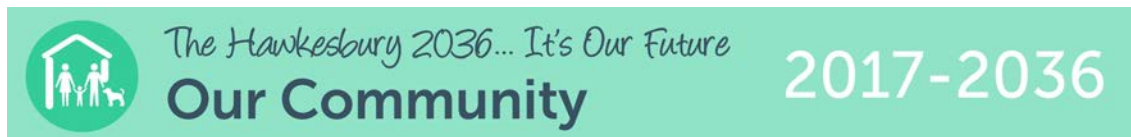
**Our Leadership**

2017-2036

<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
Provide financial and accounting services to Council	Services provided	Completed	Financial and accounting information provided to Council, staff and external customers, as required.
Provide records management services to Council	Services provided	Completed	Records Management Services provided.
Maintain and update Council's information technology infrastructure and corporate applications	Infrastructure and application maintained and updated as required	Completed	Council's information technology infrastructure and corporate applications were maintained and upgraded as required.
Review Council's Information Technology Disaster Recovery process	Review completed	Commenced	Documentation reviewed and amended as required. Testing will be scheduled for 2018. Corporate system database Disaster Recovery (DR) processes currently under review for migration to DR site. IT audit currently being undertaken by external auditors which will review this area.
Maintain currency of Council's Business Continuity Plan	Plan reviewed and updated as required	Partially completed	Revised Business Continuity Plan delivered and tested in November 2017.
Implement best practice procurement processes throughout Council	Compliance with procurement processes	Commenced	Review of procurement policies and procedures was ongoing to achieve continual improvement. Several new amendments to current Operational Management Standards were implemented. Regular random audits on compliance with Council's policies and



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
			procedures and relevant legislation were conducted. The implementation of recommendations as part of the Internal Audit conducted on Accounts Payable that will enhance procurement processes is currently underway.



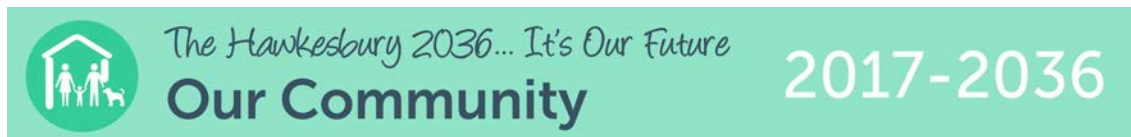
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>Our Community</b>			
<b>2.1 Community safety is improved - Enable a shared responsibility for community safety and disaster management</b>			
<b>2.1.1 Meet the needs of our community through effective flood, fire and other natural disaster management plans that promote the protection of life, property and infrastructure.</b>			
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with Council's Floodplain Risk Management Advisory Committee	Actions implemented	Completed	Majority of action items such as Emergency Management related to the Jim Anderson Bridge and Evacuation Routes are subject to the outcomes of the Hawkesbury Nepean Floodplain Review Taskforce. Presentation by iNSW provided on 19 October 2017 to the FRMAC with 9 Key Strategies including a new Regional Flood Study which is in progress. Work has commenced during the reporting period with respect to Part 4 Town Planning Section of Floodplain Risk Management Plan.
Implement priority actions of Council's Natural Hazards Resilience Study	Actions implemented	Commenced	Ongoing implementation of Study has continued.
Work with Rural Fire Service to develop and implement yearly hazard reduction programs on community managed land	Reduction program developed and implemented	Completed	Program developed and implemented.



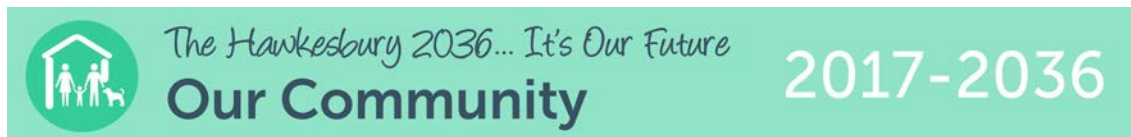
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Convene Local Emergency Management Committee (LEMC) meetings in accordance with statutory Requirements.	Meetings convened as required	Completed	1 Meeting (October) of Local Emergency Management Committee occurred during the reporting period.
<b>2.1.2 Make the Hawkesbury a friendly place where people feel safe</b>			
Implement crime prevention projects to respond to community safety concerns	Number of projects and activities implemented	Commenced	A total of 2 crime prevention projects were implemented during the reporting period. A grant application for CCTV in North Richmond was submitted, and 4 pedestrian safety information sessions delivered.
Develop a Family Violence Action Plan and implement Year 1 actions	Action plan completed and reported to Council Year 1 actions implemented	Partially completed	Family and Domestic Violence Action Plan adopted by Council on 12 September 2017. Actions implemented: distribution of Domestic Violence information wallet cards, support of 2 events (Reclaim the Night, White Ribbon breakfast). Provision of support to Women's Cottage to lodge successful funding application to expand Domestic Violence services.
Implement anti-bullying initiatives based on the Hawkesbury Youth Summit Recommendations	Number of activities implemented	Commenced	Working group comprising of Department of Education, Youth Services and Council has been formed and options for anti-bullying initiatives being investigated.
Implement priority activities and campaigns in Road Safety Action Plan	Annual action plan developed and implemented	Partially completed	A total of 3 programs were delivered during the reporting period: Child Restraint fittings, bus-back advertising campaign, and 1 Learner Driver workshop.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>2.2 Participation in recreational and lifestyle activities is increased - Encourage and enable our community to participate in a healthy lifestyle</b>			
<b>2.2.1 Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.</b>			
Deliver health awareness and active lifestyle programs in partnership with the Hawkesbury District Health Service, YMCA and other stakeholders	Number of programs delivered	Not commenced	Planning underway for events to be held early 2018.
<b>2.2.2 Encourage active participation in a range of sporting and recreational pursuits</b>			
Implement the priority actions of the Hawkesbury Regional Open Space Strategy as funding permits	Actions implemented	Commenced	Park upgrades have occurred in line with the Regional Open Space Strategy and officers continue to look for grants to further implement actions.
<b>2.3 Community partnerships continue to evolve - Increase the range of local partnerships and plan for the future</b>			
<b>2.3.1 Encourage and facilitate community partnerships</b>			
Implement Council's Community Sponsorship Program and support the delivery of non-Council funding programs.	Value of financial support provided	Partially completed	Round 1 of Community Sponsorship Program reported to Council. \$68,854 approved for allocation.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>2.3.2 Support and expand active volunteering</b>			
Support community management of community services and facilities	Number of requests responded to within required timeframes	Completed	A total of 289 requests for maintenance or management assistance responded to within required timeframes.
Support community management of community facilities (halls and community centres)	Number of requests responded to within required timeframes and increase in utilisation of community facilities	Partially completed	Prospective tenants at Peppercorn Place and Hawkesbury Leisure & Learning Centre canvassed.
Support the Adopt-a-Road program	Number of sites and participants supported	Completed	Ongoing support was provided to the existing participants. The program is currently not supporting new sites due to WHS matters.
Support volunteer Bush Care groups	Number of groups and volunteers supported	Commenced	There are 63 volunteers working across 12 volunteer groups. The sites vary from general bushland sites to riparian corridors.
Support the Rural Fire Service and State Emergency Service activities through works and funding contributions	Funding and operational support provided	Completed	Support provided through direct financial contributions and project management of capital projects.
Support Clean-up Australia Day volunteers	Support provided	Commenced	Cleanup Australia Day is to occur in March 2018. Assistance will be provided to volunteers as required.
Promote the Cultural Services volunteer program	Number of volunteers. Training and recognition programs	Completed	There were a total of 137 volunteers in December 2017, with 28 volunteers joining in

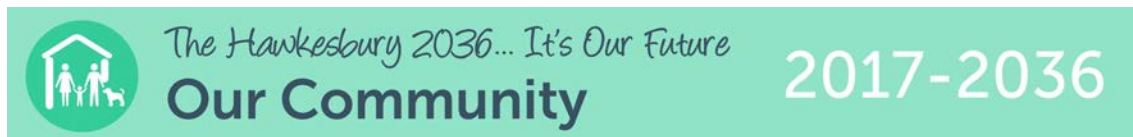


DP Strategy and OP Action	Output Measure delivered	Progress	Six Monthly Progress Comments
Maintain the Community Volunteer Program at the Hawkesbury Companion Animal Shelter	Program maintained	Commenced	<p>2017. The Library, Museum and Gallery volunteer program is now in its 10th year. During reporting period training and induction days were held. Recognition for volunteers included the annual Christmas Party and visits to other regional museums and galleries. Volunteers have assisted with historic precinct tours, promotion at community events and with the preparation and opening of museum exhibitions.</p> <p>Volunteers continue to assist Council staff with duties that would normal be unacheivable, such as giving "one on one" attention to the animals and additional excercising of the dogs.</p>
<b>2.3.3 Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions.</b>			
Provide corporate governance and financial services to delegated managing agents for Council's externally funded community services (Peppercorn Services Inc.)	Funding and statutory requirements as negotiated with funding bodies achieved	Completed	Annual financial, statutory and service levels achieved and acquitted to funding bodies during reporting period.
<b>2.3.4 Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury.</b>			
Continue the partnership with the Hawkesbury Sports Council to deliver contemporary solutions to sporting needs	Partnership maintained	Commenced	Funding has been provided and regular meetings attended.

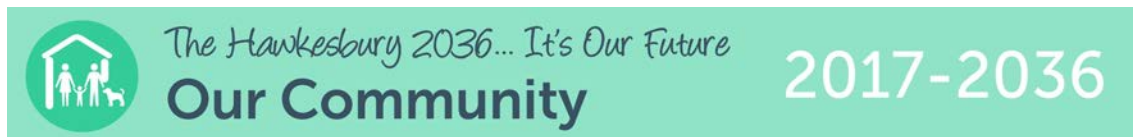




DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>2.4 Community wellbeing and local services - Build on a sense of community and wellbeing</b>			
<b>2.4.1 Work in partnership with government and community organisations to improve services and facilities for disadvantaged and vulnerable groups, and to build stronger and more cohesive communities.</b>			
Implement the priority actions of the Hawkesbury Homelessness Action Plan in conjunction with the Hawkesbury Housing Forum's Working Group	2017 - Actions implemented	Completed	The Hawkesbury Homelessness Action Plan Working Group presented its final report in December 2017.
Prepare a Health and Well-being Action Framework for the Hawkesbury in consultation with Human Services Advisory Committee (HSAC)	Framework completed and reported to the Human Services Advisory Committee	Commenced	Model for Health and Well-being Action Framework scheduled to be reported to Human Services Advisory Committee February 2018.
Participate on local, regional and State planning forums to advocate for the human service needs of the Hawkesbury	Meetings attended as required	Completed	Forums attended - Local : Hawkesbury Liquor Accord, Hawkesbury Action Network Against Domestic Violence (HANADV), Hawkesbury Youth Interagency, Local Traffic Committee, Community Care Forum, Community Interagency, HUBS ( Hawkesbury Unite for Better Services) Regional - RMS Principal Bicycle Group, Nepean Regional Community Care Forum, Nepean Jobs For All Reference Groups, University of Sydney Hoarding Reference Group.
Progress affordable rental housing partnerships with community housing providers	Proposals developed and reported to Council	Commenced	Currently developing feasibility proposals for partnership projects on Council land with Wentworth Community Housing. Provisional list of land parcels identified.



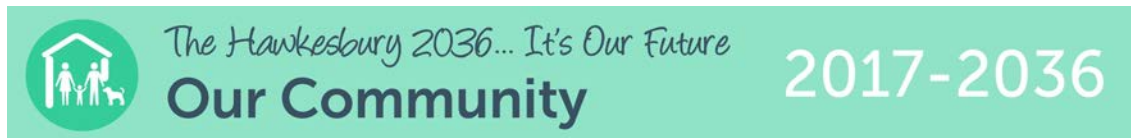
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Work with community groups to establish and support community and bush tucker groups	Number of initiatives	Commenced	Consultation with Aboriginal Elders undertaken and bush tucker garden to be established in Macquarie Park in conjunction with scheduled park upgrades in Governor Phillip Reserve 2019/2020.
<b>2.4.2 Provide flexible services that can adapt to changing community needs and service demands</b>			
Undertake community consultation and engagement to understand community needs and service demands	Consultation and engagement undertaken as required - SP	Completed	Ongoing community engagement during the period, with the primary engagement being that associated with Investing in Your Future, the Supplementary Resourcing Strategy 2017-2027 and Supplementary Delivery Program 2017-2021. Additionally the 2017 Community Survey was conducted with the outcome expected to be available from February 2018.
<b>2.5 Cultural Development and Heritage - Encourage and support all residents to participate in all aspects of community, cultural and civic life</b>			
<b>2.5.1 Encourage and support all residents to participate in all aspects of community, cultural and civic life</b>			
Review and update Council's Disability Inclusion Access Plan and implement Year 1 actions	Review completed and reported to Council. Year 1 actions implemented	Partially completed	Disability Inclusion Action Plan adopted by Council on 11 July 2017. Year 1 actions achieved: delivered International Day of People with a Disability event in partnership with Uniting, facilitated 3 information forums, 100% Master Plans developed during reporting period which were reviewed by Access and Inclusion Advisory



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Work with young people and youth service providers to plan and stage Youth Summits and implement recommendations arising from Youth Summit proceedings	2017 Youth Summit held and outcomes reported to Council	Commenced	Committee, access audit rectification works identified and delivered at Kable St and North Richmond Shopping Centre car-park.  Youth Summit recommendations implemented: 2 youth events, planning for youth week, working group formed to research anti-bullying initiatives.
Provide financial and other support to community groups to plan and deliver community events and activities	Number of events supported	Completed	Community Sponsorship funded 5 events during the reporting period.
Undertake audit of services and facilities for young people and identify options for improving service provision	Audit completed and reported to Council	Commenced	Youth Services audit being undertaken in conjunction with Hawkesbury Unite for Better Services (HUBS) service level reviews.
Work with members of LGBTQIA community to investigate options for a local event held in conjunction with Sydney Mardi Gras	Report prepared for Council consideration	Commenced	Consultation with groups from the Lesbian, Gay, Bi-sexual, Transgender, Queer, Intersex and A-sexual community completed with findings to be reported to Council in February 2018.
Review the Hawkesbury Cultural Plan	Plan reviewed	Commenced	Review will be completed by June 2018.

### 2.5.2 Provide community and cultural services through a range of affordable and accessible facilities.

Deliver a range of art and history exhibitions and related public programs from the Gallery and	Exhibitions and programs delivered	Completed	Gallery exhibitions: The Art of Ageing & Time Leaves its Mark, Hawkesbury Art Fair 2017,
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DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Museum			<p>Stories from a Darug Voice, Go West, Pure Greenway, I can see (paint) a rainbow. Museum exhibitions: St Matthews 200 Years, Spirit of Anzac, Flood!, Hawkesbury Historical Society collection.</p> <p>Gallery programs for children: School holiday workshops, Art After School, Crafternoons, Art Lab. Also, exhibition openings; art workshops, artist and curator talks, artists activities</p> <p>Museum public programs and events: Historical talks, exhibition openings, ghost tours, Bonnet Project talk, Flood bicentenary event, white gloves collection talk.</p>
Develop library services in response to social, economic and environmental changes, and in accordance with State Library NSW benchmarks	Priority strategies of Library Action Plan implemented	Completed	<p>The Library continues to run a range of cultural and community programs and services: 16 Tech Savvy for Seniors workshops - 68 participants; Free Tax Help – used by 73 individuals; Weekly technology help services; JP service – used by 212 people; Weekly storytelling program - 559 participants; 3 workshops during Adult Learners Weeks; provided cultural events such as author talks worked in partnership with St Albans Writers’ Festival with a getting published workshop.</p>
Provide burial, columbarium and cemetery maintenance services	Services provided	Commenced	Cemetery operations and services are ongoing.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>2.5.3 Recognise, conserve and promote the area's history and heritage for current and future generations</b>			
Care for and interpret historical artefact collections and make them publicly accessible	Selected significant Museum collection items made accessible via Museum website. The online Hawkesbury Images database of historical images is maintained and developed.	Partially completed	During the reporting period 2,776 additional images have been made available online, including a series of 1970s heritage images of Hawkesbury townships and 1880-1980 river boat images. Museum collection items identified and ready to be photographed for website. Website still under construction.
Develop an interpretation plan for heritage walking trails	Plan developed	Partially completed	Plan has been presented to Heritage Advisory Committee.
Implement agreed priority actions of Council's Heritage Strategy in partnership with the Heritage Advisory Committee	Actions implemented	Commenced	In line with Recommendation 8 of the Heritage Strategy: "Properly manage places operated or owned by Council" building inspections of Bowman Cottage and Howe House have been conducted in conjunction with Council's Heritage Adviser. Recommendations for management and conservation work are being prepared. Council continues to administer the 2017/2018 Local Heritage Assistance Fund and have applied to the Office of Environment and Heritage for conservation work to the historic cemeteries of our Macquarie Towns. Actions are implemented through conditions of development consent. Significant aboriginal content in Museum exhibitions including 'Stories from the Darug



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Develop a consultants brief in conjunction with the Town Centres Master Plan Project Group	Brief prepared	Commenced	Voice.' Brief being developed in consultation with Town Centres Master Plan Project Group, and with reference to the Heritage Advisory Committee.
Publish and promote the Thematic History of the Hawkesbury	Thematic History published and promoted	Completed	Thematic History published in hard copy, and distributed through Council's networks. Copy also available on the website.
Release and promote Colonial Heritage App in partnership with Heritage of Western Sydney members	App released and promoted	Completed	Colonial Heritage of Western Sydney App released and promoted through Council's networks.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>Our Environment</b>			
<b>3.1 The natural environment is protected and enhanced - Value, protect and enhance our unique natural environment</b>			
<b>3.1.1 Encourage effective management and protection of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.</b>			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan	Actions implemented	Commenced	Ongoing implementation of strategies within the Certified Coastal Zone Management Plan.
Provide financial support to the Hawkesbury River County Council	Financial support provided	Completed	Funding has been provided for the 2017/18 financial year.
Undertake advocacy actions as a result of Council resolutions dealing with these issues	Advocacy undertaken	Completed	Advocacy undertaken in accordance with Council resolutions.
Promote awareness and enjoyment of bushland via Council's Bush Care Newsletter	Newsletter published quarterly	Commenced	The spring Newsletter was published, and the summer issue is to be completed in February 2018.
<b>3.1.2 Act to protect and improve the natural environment including working with key agency partners</b>			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan	Actions implemented	Commenced	Ongoing implementation of strategies within the certified Coastal Zone Management Plan.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Participate in the Greater Sydney Local Land Service's Local Government Advisory Group	Meetings attended as required	Commenced	No meetings occurred during the reporting period. Advice received from Local Land Services that community engagement was being reviewed.
Manage the Windsor Sewerage Scheme effectively in accordance with EPA licence requirements	Licence requirements met	Completed	<p>Sewage treatment plant and major pump station alarms were responded to within one hour. Minor pump station alarms were responded to within four hours.</p> <p>South Windsor Sewage Treatment Plant Achieved 100 % compliance with licence conditions.</p> <p>McGraths Hill Sewage Treatment Plant achieved 100 % compliance with licence conditions.</p>
Manage the Hawkesbury City Waste Management Facility effectively in accordance with EPA licence requirements	Licence requirements met	Completed	Facility managed in accordance with the EPA licence requirements.
Manage onsite sewage management systems effectively through the NSW Septic Safe program	Systems managed in accordance with the provisions of the NSW Septic Safe program	Commenced	On-site sewage management systems continue to be inspected in accordance with the septic safe program. This is ongoing and all inspections required for the 2017/2018 financial year are planned to be completed by the end of the financial year.





DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>3.1.3 Minimise our community's impacts on habitat and biodiversity and protect areas of conservation value</b>			
Provide bush regeneration activities on riparian corridors and natural ecosystems within Council managed land	Number and location of activities	Commenced	There are 15 active bush regeneration sites on riparian corridors. They are Riverside Drive – Yarramundi; Navua Reserve – Grose Wold; Hawkesbury Park – North Richmond; Hannah Park – North Richmond; Deerubbin Park – Windsor; Macquarie Park – Windsor; Governor Phillip Park – Windsor; Argyle Bailey / Swallow Rock Reserve – Ebenezer; Half Moon Farm - Leets Vale; Skeleton Rocks Reserve – Lower Portland; Diamond Hill Reserve – Kurrajong; Chain of Ponds Reserve – Wilberforce/Ebenezer ; South Creek – Windsor; Upper Colo Reserve – Upper Colo
<b>3.1.4 Use a range of compliance measures to protect the natural environment</b>			
Identify, investigate and resolve unauthorised and environmentally harmful development in accordance with Council's Compliance & Enforcement Policy	Investigations undertaken and compliance action taken	Commenced	Investigations are continually conducted for breaches of legislation and enforcement action taken where required. All investigations and actions are conducted within legislative and customer service timeframes.
Develop and implement strategies to reduce illegal dumping in the Hawkesbury	Strategies implemented	Not yet commenced	A strategy has not been able to be implemented for the 2017/2018 period due to staff shortages in Council's compliance team. It is hoped that once staff levels are returned to full capacity that consideration will be given to implementing a



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
program for illegal dumping.			
<b>3.2 To live sustainably and reduce our ecological footprint - Identify and make best use of our local resources and awareness of contribution to the environment</b>			
<b>3.2.1 Our community is informed and acts to reduce our ecological footprint</b>			
Review and implement Council's Waste Education Program	Program reviewed and implemented	Commenced	Waste Education Program reviewed based on available funding and the schedule of programs reported to the Waste Management Advisory Committee.
<b>3.2.2 Alternative forms of energy are embraced throughout the Hawkesbury</b>			
Investigate technology and financial feasibility of alternative forms of energy including solar	Investigation completed	Commenced	Works are planned and have been financially reviewed ready for implementation in the form of 16 solar array projects in the vicinity of \$1.45M giving over 1 GW of power to Council facilities
<b>3.2.3 Become a carbon neutral Local Government Area</b>			
Determine baseline data benchmark target for Council operations	Benchmark target determined	Commenced	Works have commenced with commissioning of metering projects for Oasis and another 7 sites to be finalised. This assists to resolve overuse within timelines that can make the users give consideration to the causes .



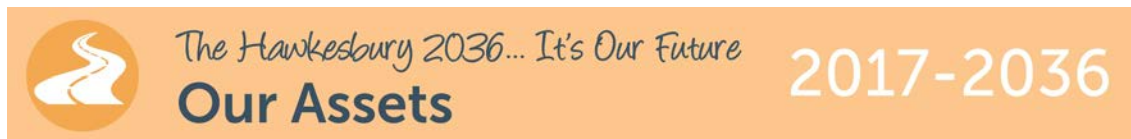
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>3.3 We reduce, reuse and recycle - Identify ways for our community to reduce, reuse and recycle waste</b>			
<b>3.3.1 Develop and maintain active partnerships that will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation.</b>			
Prepare a draft Waste Management Strategy and report to Council	Draft strategy prepared and reported	Partially completed	Draft Strategy under review and will be reported to Council on completion.
Undertake an audit of kerbside recycling services to establish use and contamination levels	Audit Undertaken	Commenced	Audit undertaken and reported to Waste Management Advisory Committee.
Operate recycled water systems at South Windsor and McGraths Hill Sewage Treatment Plants	Number of customers and volume of recycled water used	Completed	There are currently a total of nine customers. Total volume used was 112.34 ML.
<b>3.3.2 Undertake community education on best practice environmental sustainability and climate change issues</b>			
Review and implement the Council's Waste Education Program	Program reviewed and implemented	Commenced	Waste Education Program reviewed based on available funding and the schedule of programs reported to the Waste Management Advisory Committee.
Provide information for tenants of Council leased buildings on caring for their environment and implementing sustainable practices	Information provided as necessary	Completed	Information delivered to tenants as required and through appropriate conditions in new/renewed leases.



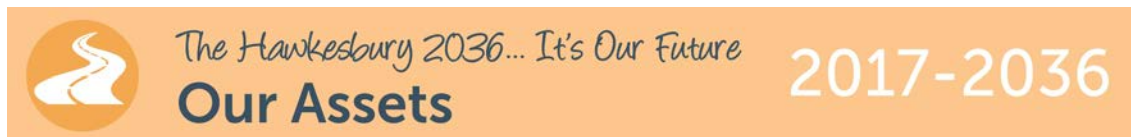
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>3.4 The sustainability of our environment is improved - Encourage and enable our community to make sustainable choices</b>			
<b>3.4.1 Work with businesses and tourism operators to promote good practice and sustainability principles</b>			
Undertake the industrial premises audit program targeting small and medium businesses that pose a significant risk to the environment	Program undertaken	Commenced	Program is scheduled to commence and will be conducted on an ongoing basis.
Conduct inspections of food shops, public swimming pools, skin penetration premises and cooling systems in accordance with legislative requirements	Inspections undertaken	Partially completed	Inspections of food premises, public swimming pools, skin penetration and legionella premises continue to be inspected in accordance with legislative requirements. This is ongoing throughout the financial year as is expected to be fully achieved at the end of the 2017/2018 financial year.
<b>3.4.2 Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.</b>			
Amend Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required	Local Environmental Plan and Development Control Plan amended as required	Commenced	Individual LEP Amendments undertaken during the reporting period and DCP amendments drafted.
Incorporate ecologically sustainable building and road construction practices into Council projects	Use of water and energy efficient products and technology. Use of sustainable, renewable and	Commenced	The first major stage of these works have been completed over many properties and the works will continue over the next 5 years as per our program of works defined from the WSAP



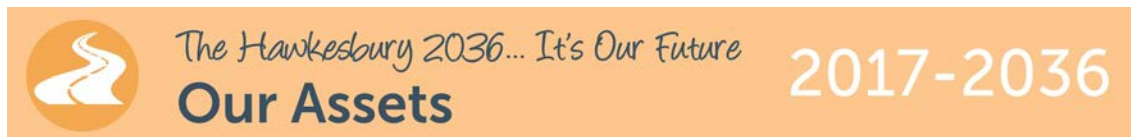
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Incorporate ecologically sustainable building and road construction practices into Council projects	<p>recycled building and road construction materials. -</p> <p>Use of water and energy efficient products and technology. Use of sustainable, renewable and recycled building and road construction materials.</p>	Partially completed	<p>auditing.</p> <p>Recycled road base material has been included in Council's tender for the procurement of road material. A total of 8,781 tonne has been placed on the road network. Drafting of DCP amendments has considered this strategy.</p>



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>Our Assets</b>			
<b>4.1 Transport infrastructure &amp; connections - Creating an integrated and well maintained transport system is an important local priority</b>			
<b>4.1.1 Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport.</b>			
Explore and implement solutions to ease parking congestion	Solutions explored and implemented	Not yet commenced	Council's parking section currently conduct patrols of all sign posted timed areas and respond to parking complaints as they are reported to Council. Strategies are being explored such as weekend parking patrols to further ease parking congestion in the Hawkesbury.
Provide support to the Local Traffic Committee	Support provided to Local Traffic Committee	Completed	Traffic management and technical support was provided to the Local Traffic Committee (LTC). LTC meetings were held in August, September and November 2017. Agenda items for meeting were provided and associated actions completed.
Commence Stage 1 (Scoping and performance) of a comprehensive traffic study of the Hawkesbury	Stage 1 of study commenced	Commenced	Traffic Study awarded to Consultant and Stage 1 commenced during October 2017 and currently in progress.
Assist the NSW Roads and Maritime Service in understanding and taking action to reduce traffic congestion within the Hawkesbury	Assistance provided to NSW RMS	Commenced	Working with RMS and providing input on their projects such as the Richmond to North Richmond upgrade, Windsor Bridge, HCC Traffic Study and other projects as required. Ongoing dialogue with RMS.

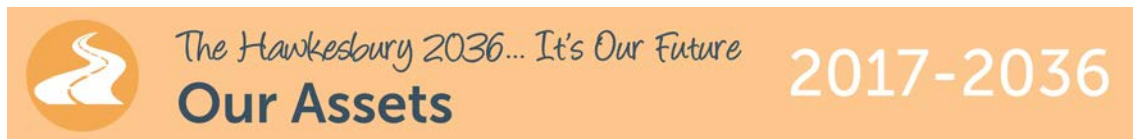


DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Assist the NSW Roads and Maritime Service in understanding and taking action to reduce traffic congestion within the Hawkesbury	Assistance provided to NSW RMS	Commenced	Ongoing meetings with RMS regarding numerous strategic projects.
Advocate for the provision of major transport services and linkages to improve transport connections within and external to the Hawkesbury	Advocacy undertaken	Commenced	Working with RMS and Transport agencies to ensure major transport services and linkages are considered in their transport planning both within and external to the Hawkesbury LGA. Ongoing meetings with RMS regarding numerous strategic projects.
<b>4.1.2 Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services</b>			
Work with Peppercorn Services Inc. and other providers to improve access to community transport services	Access provided to community transport services	Partially completed	Partnerships formed between Peppercorn Services Inc and agencies supporting victims of domestic violence to enable provision of crisis transport. Overseeing implementation of improved process to access community transport in conjunction with Peppercorn Services Inc.
<b>4.1.3 Have a comprehensive transport system of well maintained local and regional linkages that are financially and environmentally sustainable and respond to community safety, priorities and expectations.</b>			
Determine road service levels based on road data, community expectations and available funding	Service levels determined and road works schedule prepared	Partially completed	Council's Pavement Management system including visual observation has provided a valuable guide in prioritising work schedules.

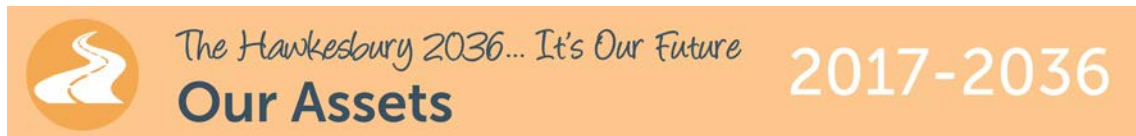


DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Where appropriate, utilise recycled road-base material in order to reduce our dependency on non-renewable resources	Amount of recycled road-base used	Commenced	A total of 8,781 tonne of recycled road base material has been used on the road network in place of new materials.
Provide a town and village cleaning service	Service provided	Commenced	Town and village cleaning is carried out in accordance with the schedule including need based priorities.
Undertake road and footpath inspections to develop and implement maintenance and renewal programs	Maintenance and renewal programs developed and implemented	Commenced	Maintenance and renewal programs are progressing in accordance with established priorities.
Construct, maintain and rehabilitate road related assets including road pavements and shoulders	Works completed on time and within budget	Commenced	Priorities are established based on condition and usage.
Maintain the bridge network in accordance with condition assessments	Works completed on time and within budget	Partially completed	Bridges are inspected and appropriate maintenance works are scheduled.
Construct, maintain and reconstruct kerb and gutter	Works completed on time and within budget	Commenced	Kerb and gutter renewal works are in progress based on condition and are scheduled in accordance with condition assessments.
Erect and maintain street names and line marking	Works completed on time and within budget	Commenced	Sign maintenance is carried out on a needs basis based on condition and budget constraints.

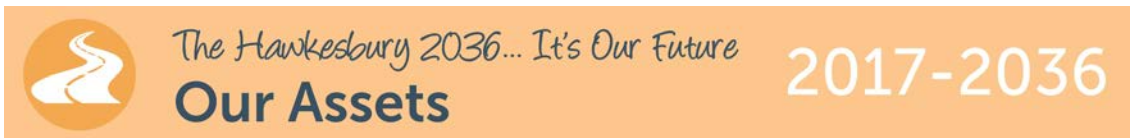




DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Maintain car parking areas	Works completed on time and within budget	Commenced	Car park maintenance works are performed on a needs basis having due regard to budget constraints.
<b>4.1.4 Provide mobility links throughout the City to connect our centres, parks and facilities.</b>			
Review and implement the Hawkesbury Mobility Plan	Plan reviewed and priority works implemented	Partially completed	Delivered \$200K shared path and \$150K (of \$300K) pedestrian infrastructure works during reporting period as funded through successful grant submission to RMS.
<b>4.2 Utilities - Facilitate the delivery of infrastructure through relevant agencies and Council's own works</b>			
<b>4.2.1 Our community's current and future utility infrastructure needs (water, sewer, waste, stormwater, gas, electricity and telecommunications) are identified and delivered.</b>			
Review business models for the delivery of sewerage services	Business models reviewed	Completed	Report completed and presented to Director Infrastructure Services for action.
Provide sewerage services in accordance with EPA licence requirements	Service provided in accordance with EPA licence conditions	Completed	Service provided in accordance with EPA conditions.
Provide sullage pump out services to residential, commercial and industrial customers	Services provided	Completed	Pumpout services were provided within agreed timeframes.



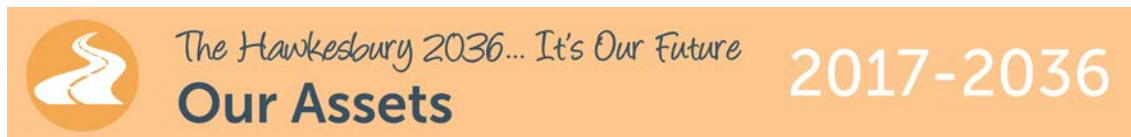
<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
Explore opportunities to increase use of the recycled water system at the South Windsor Sewage Treatment Plant	Number of customers and volume of recycled water used	Completed	The number of customers currently total nine. Total volume used was 112.34 ML.
Operate and maintain Council's stormwater management system, including Gross Pollutant Traps to reduce gross pollutants entering waterways	Gross pollutants captured and removed	Commenced	Gross pollutant traps are monitored and cleaned when required. A total of 18.5 tonne of waste material has been removed in the reporting period.
Provide domestic and commercial waste and recycling collection services to the community	Services provided	Commenced	Recycling services, and green waste services continue to be provided by JJ Richards with Council's waste removal section servicing the community in accordance with customer service standards. Cleanaway have been engaged to service households in the Hawkesbury for one kerbside pickup per year.
Operate the Hawkesbury City Waste Management Facility in accordance with EPA licence requirements	Facility open to the public every day except for public holidays, Facility operated in accordance with EPA licence conditions	Completed	The facility was open every day except for public holidays and conformed with EPA licence conditions.
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development	Assistance provided	Completed	Inspections and approvals to reticulate within road corridors are ongoing with minimal delays.
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure	Assistance provided	Not yet commenced	To be undertaken as part of the establishment of the Infrastructure Committee as resolved by



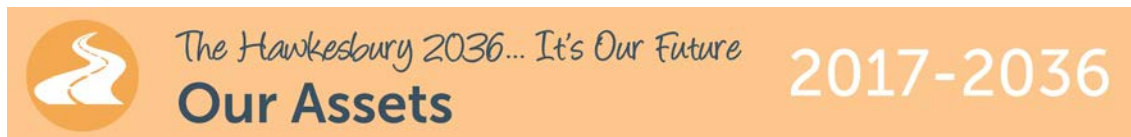
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
the provision of necessary utility infrastructure for new development			Council on 31 January 2017.
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development	Assistance provided	Commenced	Worked with relevant utility authorities as required.
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development	Assistance provided	Commenced	Ongoing dialogue with relevant agencies has continued during the period.
Assist relevant government agencies to remedy existing utility infrastructure deficiencies and ensure the provision of necessary utility infrastructure for new development	Assistance provided	Completed	Any deficiencies identified within the Sewerage system is remedied in due course. New developments are assessed for infrastructure needs and approval conditioned accordingly.
Liaise with telecommunication service providers to understand service supply and shortfall matters for area	Supply and shortfall advice provided	Completed	Ongoing liason with NBN to coordinate roll out across LGA.
Lobby NBN Co to continue the fast track roll out of NBN to remaining parts of the Hawkesbury	Lobbying undertaken as required	Completed	Ongoing liason with NBN to coordinate roll out across LGA.



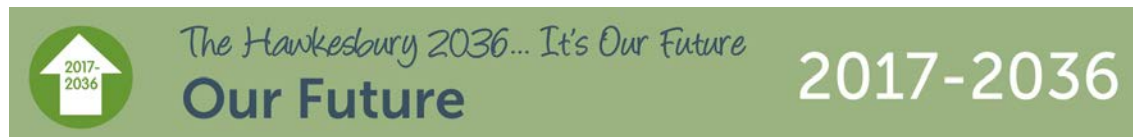
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>4.2.2 New development and infrastructure provision is aligned and meets community needs.</b>			
Identify, seek funding, and enable the delivery of infrastructure associated with new development to meet community needs	Appropriate infrastructure requirements are included in relevant development consents, development contribution plans and Voluntary Planning Agreements	Commenced	Voluntary Planning Agreements prepared for individual matters. No contribution plans prepared during the reporting period, but following the release of the Vineyard Precinct of the North West Growth Corridor finalisation of a Section 94 Contributions Plan for Vineyard is programmed for the 1st Quarter of 2018.



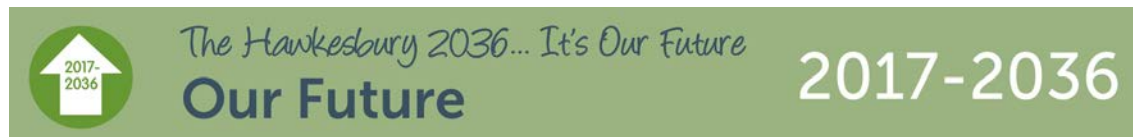
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>4.3 Places &amp; Spaces - Provide the right places and spaces to serve our community</b>			
<b>4.3.1 Provide a variety of quality passive recreation spaces including river foreshores, parks, bushland reserves and civic spaces to enhance our community's health and lifestyle</b>			
Manage passive recreational spaces in accordance with strategies and available resources	Actions implemented	Commenced	Council has a variety of quality passive recreation spaces and maintenance regimes have been put into place to ensure the community can access them as required.
<b>4.3.2 Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pool, stadium and multipurpose centres to enhance our community's health and lifestyle</b>			
Manage active recreational spaces in accordance with strategies and available resources	Actions implemented	Commenced	Council has a variety of quality active recreation spaces and maintenance regimes have been put into place to ensure the community can access them as required.
<b>4.3.3 Provide a variety of quality shared spaces including meeting spaces accommodating public art, cultural and environmental amenity to enhance our community's health and lifestyle</b>			
Manage Deerubbin Centre community rooms for use by community groups	Community rooms made available for community group use	Completed	Community Rooms were made available to 35 community groups, amounting to 780 hours.
Prepare a design brief for redevelopment of the North Richmond Community Precinct	Design brief prepared	Commenced	Consultation with developers and existing user groups complete. Preparation of design brief for



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Prepare a design brief for redevelopment of the Bligh Park Community Precinct	Design brief prepared	Commenced	North Richmond Community Precinct has commenced.  Community consultation including mail outs and public meetings delivered. Working group has been formed to assist in the preparation of design brief for the redevelopment of the Bligh Park Community Precinct.
<b>4.3.4 Manage commercial spaces available for business and investment across the Hawkesbury's local centres.</b>			
Seek to optimise occupancy rates for Council owned commercial properties	Occupancy rates of Council owned commercial properties. Rental returns to Council	Completed	Council's occupancy rate for commercial properties is 90.2%.
<b>4.3.5 Provision by Council of the administrative and commercial spaces on behalf of the community including the Council's Administrative Buildings, Local Libraries, Gallery, Museum and heritage buildings.</b>			
Implement priority actions in Library Action Plan	Actions implemented	Completed	Priority actions have been achieved with grant funded refurbishment of the Central Library being completed. Spaces, services and collections continue to evolve to meet the needs of the community and to attract a wide range of users.
Implement Council's building maintenance program	Program implemented	Commenced	Council has a large maintenance program across all classifications of works in the form of cyclic, reactive and programmed works. These works are undertaken and recorded using Councils Asset Management System to ensure best strategy across all assets considering available budgets.

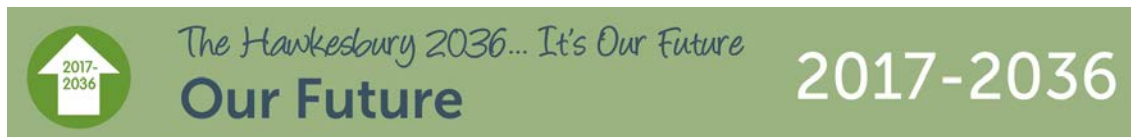


DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>Our Future</b>			
<b>5.1 Strategic Planning Governance - Encourage informed planning, balanced growth and community engagement</b>			
<b>5.1.1 Council's planning is integrated and long term.</b>			
Council's planning in consistent with the Office of Local Government's Integrated Planning and Reporting Framework	Compliance with OLG's planning and reporting framework.	Completed	All Integrated Planning and Reporting documentation prepared in accordance with legislative and Office of Local Government requirements.
Implement Council's Fit of the Future strategies	Strategies implemented	Commenced	Implementation of all FFTF Strategies has commenced. The process for implementation of the primary strategy, being aa Special Rate Variation commencing in 2018-2019, is advanced. Council adopted the Supplementary Resourcing Strategy 2017-2027 and Supplementary Delivery Program 2017-2021, and confirmed Option Three as its preferred option and resolved to notify the Independent Pricing and Regulatory Tribunal of its intension to apply for a Special Rates Variation at the Ordinary meeting on 28 November 2017. Council Officers commenced preparation of the application for a Special Rates Variation which is to be submitted for Council's consideration at the Ordinary Meeting on 30 January 2018.

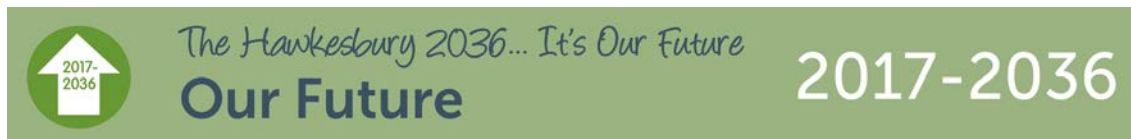


DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>5.1.2 Council's decision making on all matters is transparent, accessible and accountable</b>			
Ensure compliance with Code of Meeting Practice	Compliance with Code of Meeting Practice	Completed	Council Meetings undertaken in accordance with the adopted Code of Meeting Practice.
<b>5.1.3 Council will continually review its service provision to ensure best possible outcomes for the community</b>			
Undertake community engagement relating to service level reviews	Engagement and reviews undertaken	Completed	Ongoing community engagement for numerous matters, with primary engagement being Investing in Your Future, Draft Supplementary Resourcing Strategy 2017-2027 , Draft Supplementary Delivery Program 2017-2021, and the 2017 Community Survey the results of which will become available from February 2018.
<b>5.1.4 Encourage increased community participation in planning and policy development.</b>			
Undertake community engagement associated with planning and policy development in accordance with Council's Engagement Policy and/or legislative requirements	Community engagement undertaken	Commenced	Ongoing community engagement for numerous matters, with primary engagement being Investing in Your Future, Draft Supplementary Resourcing Strategy 2017-2027 , Draft Supplementary Delivery Program 2017-2021, and the 2017 Community Survey the results of which will become available from February 2018.

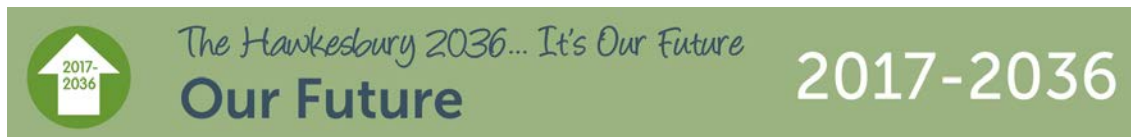




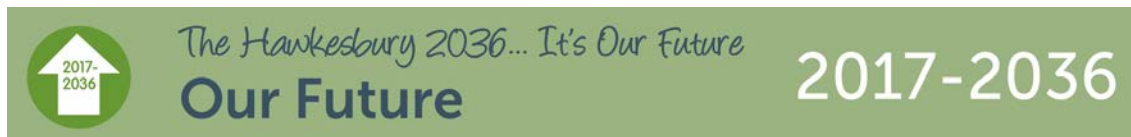
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>5.1.5 The needs of our community will be reflected in Local, State and Regional Plans.</b>			
Advocate for the expressed needs of the Hawkesbury to be included in local, regional and State plans	Advocacy undertaken	Commenced	Ongoing advocacy role, with primary focus being associated with the Western Sydney City Deal and the Greater Sydney Commission District Planning process for the Western City District Plan.
<b>5.2 Management of Aboriginal and Non Aboriginal and the Built Environment - Value, protect and enhance our built environment as well as our relationship to Aboriginal and Non Aboriginal history</b>			
<b>5.2.1 Our planning and actions will ensure that Aboriginal and Non Aboriginal heritage are integral to our City.</b>			
Implement priority actions of the Heritage Strategy in partnership with Council's Heritage Advisory Committee	Actions implemented	Commenced	In line with Recommendation 8 of the Heritage Strategy: "Properly manage places operated or owned by Council" building inspections of Bowman Cottage and Howe House have been conducted in conjunction with Council's Heritage Adviser. Recommendations for management and conservation work are being prepared. Council continues to administer the 2017/2018 Local Heritage Assistance Fund and have applied to the Office of Environment and Heritage for conservation work to the historic cemeteries of our Macquarie Towns. Actions are implemented through conditions of development consent. Significant aboriginal content in Museum exhibitions including 'Stories from the Darug Voice.'



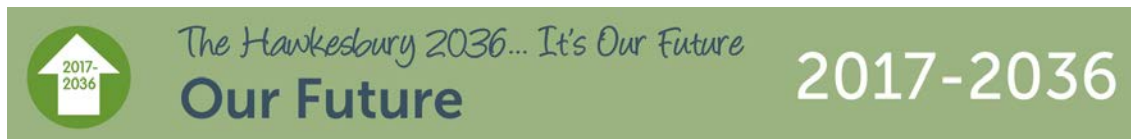
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Commence Masterplanning processes for the Richmond and Windsor Town Centre revitalisation	Masterplanning processes commenced	Commenced	Town Centres Master Plan Project Group commenced. Town Centres Place Score Care Factor and Place Assessments commenced during the period.
<b>5.2.2 Encourage and implement progressive urban design, sensitive to environment and heritage issues</b>			
Review and amend the Hawkesbury Local Environmental Plan 2012 and Hawkesbury Development Control 2002 as required	Local Environmental Plan and Development Control Plan amended as required	Commenced	Various individual LEP amendments processed and DCP amendments prepared.
Commence Masterplanning processes for the Richmond and Windsor Town Centre revitalisation	Masterplanning processes commenced	Commenced	Town Centres Master Plan Project Group commenced. Town Centres Place Score Care Factor and Place Assessments commenced during the period.
<b>5.2.3 Sympathetic adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted</b>			
Provide Heritage Advisory service to the community	Service provided	Completed	A Heritage Advisory Service is provided to the community on a two weekly basis.



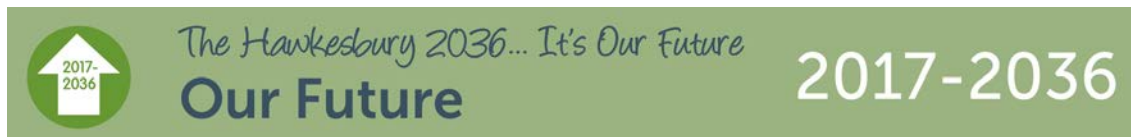
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>5.2.4 As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture</b>			
Engage with Aboriginal elders and community to develop a Reconciliation Action Plan	Action Plan developed	Commenced	Consultation with Aboriginal Elders undertaken. Working group has been formed and development of Reconciliation Action Plan to commence February 2018.
<b>5.3 Shaping our Growth - Respond proactively to planning and the development of local infrastructure</b>			
<b>5.3.1 Growth and change in the Hawkesbury will be identified, planned for and valued by the community.</b>			
Commence a review of the Hawkesbury Employment Lands Strategy	Review commenced	Commenced	Collation of relevant 2016 Census data has commenced and is ongoing based on the release of data from the ABS.
Commence preparation of a Rural and Resource Land Strategy	Strategy preparation commenced	Not yet commenced	Commencement expected in 2nd Quarter 2018.
Commence a review of the Hawkesbury Residential Land Strategy	Review commenced	Commenced	Review commenced including analysis of various layers of constraints.
Commence Masterplanning processes for the Richmond and Windsor Town Centre revitalisation	Masterplanning processes commenced	Commenced	Town Centres Master Plan Project Group commenced. Town Centres Place Score Care Factor and Place Assessments commenced during the period.



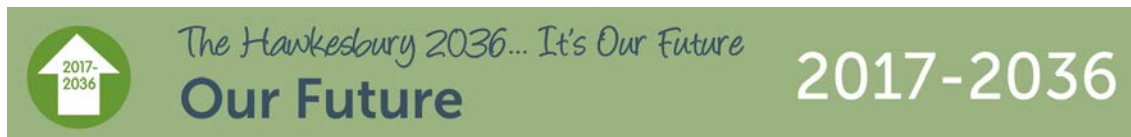
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Commence a review and amend Council's landuse, infrastructure and service plans as required	Commence amendment of plans as required	Commenced	Works programmed as part of review of Residential Land Strategy.
Respond to State and Federal landuse, infrastructure and service strategies and plan	Responses provided	Completed	Responses provided.
As appropriate, advocate for the provision and/or improvement of State and Federal infrastructure and services	Advocacy undertaken	Completed	Advocacy undertaken.
<b>5.3.2 The diverse housing needs of our community will be met through research, active partnerships and planned development.</b>			
Investigate affordable rental housing opportunities and partnerships in conjunction with Council's Human Services Advisory Committee commence	Opportunities and partnerships investigated and reported to Council	Commenced	Contributed to investigations on affordable rental housing opportunities and partnerships through participation on Affordable Housing Working Group. Working Group outcomes being reported being to Human Services Advisory Committee February 2018.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>5.3.3 Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character.</b>			
Commence preparation of a Rural and Resource Land Strategy	Strategy preparation commenced	Not yet commenced	Work programmed to commence 2nd Quarter 2018.
Participate in the Sydney Peri-Urban Network (SPUN)	Participation in Sydney Peri-Urban Network	Completed	Ongoing participation and input to this network providing advocacy to various levels of government on peri urban issues.
<b>5.4 Celebrating our Rivers - Protect, enhance and celebrate our rivers</b>			
<b>5.4.1 Celebrate and use our rivers for a range of recreation, leisure, tourism and event activities</b>			
Provide support for river events	Support provided	Commenced	Regular river events have been held this year such as Bridge to Bridge and the Canoe Classic.
Provide access to the Hawkesbury River for recreational activities	Access provided	Completed	Access is provided via the Governor Phillip Park and other smaller parks along the river.
Seeking funding associated with the Hawkesbury Horizon Initiative to activate the Hawkesbury River foreshore	Funding sought	Commenced	Availability of funding sources has been explored during the period.



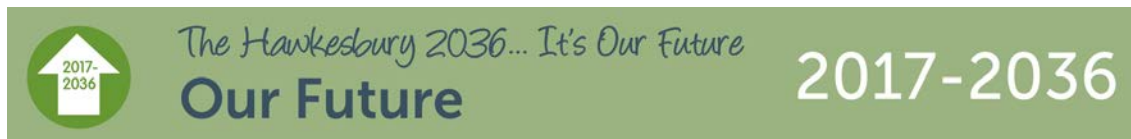
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>5.4.2 Develop active partnerships and implement programs designed to improve the health of our rivers and river banks</b>			
Implement the priority actions of the Upper Hawkesbury River Estuary Coastal Zone Management Plan	Actions implemented	Commenced	Ongoing implementation of actions from the Strategy have continued. Officers have implemented 8 priority actions this year including grant applications and support bushcare with revegetation works.
<b>5.4.3 Encourage agricultural production, vegetation conservation, tourism, recreation and leisure uses within our floodplains</b>			
Implement agreed priority actions of the Hawkesbury Floodplain Risk Management Plan in partnership with the Floodplain Risk Management Advisory Committee	Actions implemented	Commenced	Matters raised with Floodplain Risk Management Advisory Committee and policy work to commence in 1st quarter 2018.
Development business opportunity plans for Council owned floodplain lands	Plans developed	Commenced	Consultant engaged to work with State Government to finalise State Flood Strategy
<b>5.5 Reinforcing our dynamic places - the revitalisation of our town centres and growth of our business community</b>			
<b>5.5.1 Revitalise and enhance our two significant town centres of Windsor and Richmond, to create thriving centres each with its own character that attracts residents, visitors and businesses.</b>			
Work with community event organisers to develop events that showcase and build on strengths of towns and villages	Number and type of events	Completed	Events in our local towns and villages were held as part of the St Albans Writers Festival, Kurrajong-a-buzz, Blues and Roots Festival in Windsor, Christmas Program across



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
			Hawkesbury towns, St Matthews Windsor Birthday Bash.
Continue to progress the Hawkesbury Horizon	Initiative progressed	Commenced	Outcomes of the Hawkesbury Horizon Initiative included as part of advocacy work associated with Western Sydney City Deal and Greater Sydney Commission's District Planning process.
Contribute to community events with pop-up library and gallery	Number of events	Completed	Library provided pop-ups at four community events: NAIDOC Festival, Paint Hawkesbury REaD, St Matthews Church 200th Family Day, Windsor and Uniting Family Fun Day. Gallery provided pop-ups at two community events.
Commence preparation of Richmond and Windsor Masterplans in conjunction with Town Centres Masterplan Project Group	Masterplanning processes commenced	Commenced	Town Centres Master Plan Project Group commenced. Town Centres Place Score Care Factor and Place Assessments commenced during the period.

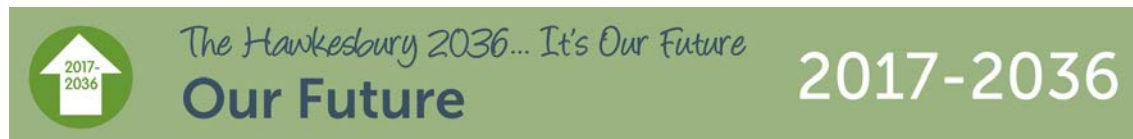
**5.5.2 Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and community connection.**

Identify and establish partnerships to provide input into precinct planning activities.	Number of partnerships and processes established.	Partially completed	Ongoing program of consultation with business stakeholders.
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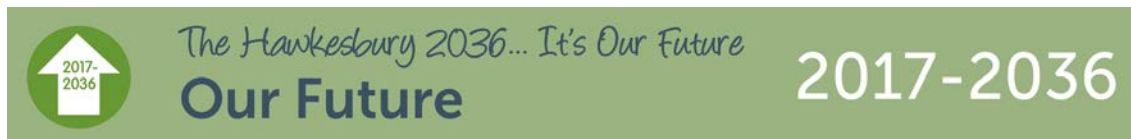


DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>5.5.3 Assist our town and village centres to become vibrant local hubs</b>			
Prepare brief to undertake gap analysis to establish minimum hub needs and undertake an audit of services and civic assets in towns and villages	Brief prepared	Commenced	Brief being developed with Town Centres Master Plan Project Group.
<b>5.6 Instigating Place Making Programs - Celebrate our creativity and cultural expression</b>			
<b>5.6.1 Foster and promote an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another.</b>			
Develop and implement annual events program	Number and variety of Events. Attendance at events	Completed	A calendar of events has been developed for civic community and sponsored events. Snapshot of events include Hawkesbury Garden Competition (100), Business Meet and Greet (80), Volunteer Thank you Party (100), St Albans Writers Festival (500).
<b>5.6.2 Masterplanning processes will be prepared in consultation with the community, key stakeholders and partners to establish the specific strategies for town and village centres</b>			
Commence preparation of Richmond and Windsor Masterplans in conjunction with Town Centres Masterplan Project Group	Masterplanning processes commenced	Commenced	Town Centres Master Plan Project Group commenced. Town Centres Place Score Care Factor and Place Assessments commenced during the period.
Undertake community engagement associated with Masterplanning in accordance with Council's Engagement Policy and/or legislative requirements	Engagement undertaken and participation opportunities	Commenced	Town Centres survey including Place Score Care Factor and Place Assessments has commenced during the period.

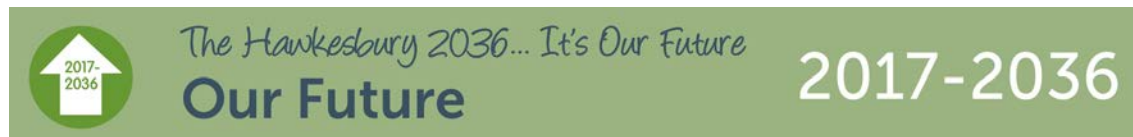




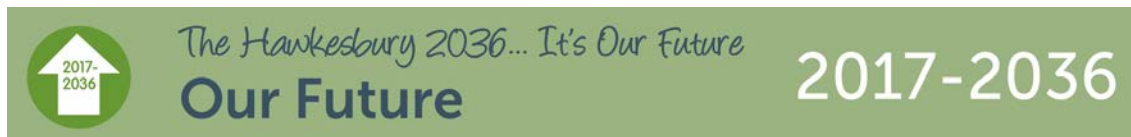
DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>5.7 Tourism/ Economic Development - Promote our community as the place to visit, work and invest</b>			
<b>5.7.1 Working in partnership we will actively market our City and our capabilities to existing and potential businesses, visitors, investors.</b>			
Monitor markets and trends	Monitoring undertaken and details provided on Council's website	Completed	Monitoring of relevant data maintained and disseminated across the organisation.
Redevelop and maintain the visitor information website	Website redeveloped and maintained	Completed	The website has been developed and is maintained with up to date and accurate information. The use of the What's On section, in particular, has greatly improved since the website was redeveloped, e.g. in Dec 2017 there were over 1300 more hits than for the same month in 2016.
Implement training and education programs to support training of a resident and local employment	Programs implemented	Not yet commenced	Not commenced.
Undertake a Small Business Week Event as a learning and networking opportunity for business	Event undertaken	Not yet commenced	Small Business Week event is normally scheduled for June annually.
Recognise business leadership and successful local businesses	Business Awards program sponsored	Completed	Sponsorship of Business Awards maintained.
Make representations on local economy and business issues	Representations made on training, skills and job needs of the local economy	Completed	Meeting with local politicians and government agencies conducted.
Support the participation of young people at local and	Number of exhibition and	Not yet	No requests for assistance received during



<b>DP Strategy and OP Action</b>	<b>Output Measure</b>	<b>Progress</b>	<b>Six Monthly Progress Comments</b>
regional employment exhibitions and information sessions	information sessions attended by young people	commenced	reporting period.
Work with business community to provide employment support services for people with a disability	Strategy completed	Completed	Ongoing work with Regional Strategic Alliance (R.S.A) members.
Complete the Hawkesbury Economic Development Strategy	Number of presentations and information sessions delivered to businesses and stakeholders	Partially Completed	Draft strategy nearing completion.
Establish cost to undertake the Hawkesbury Brand Strategy	Cost established	Not yet completed	Awaiting outcome of branding work being undertaken by Destination NSW.
<b>5.7.2 Working in partnership we will develop the Hawkesbury tourism product to enhance and strengthen opportunities within our tourism sector</b>			
Implement the priority actions of the Tourism Strategy	Actions implemented	Commenced	Tourism Committee established, considering options to coordinate with R.S.A and local member.
<b>5.7.3 Businesses are encouraged and upskilled to adopt more ethical and sustainable practices</b>			
Support participation of business in relevant Strategy programs.	Advice to business on available programs	Completed	Regular meetings with local institutions and business to identify and pursue opportunities for business growth.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
<b>5.8 Industry - Increase the range of local industry opportunities and provide effective support to continued growth</b>			
<b>5.8.1 Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region.</b>			
Monitor industry and sector trends to understand likely businesses and jobs of the future	Monitoring undertaken	Completed	Key websites monitored and information distributed across the organisation.
Commence a review of the Hawkesbury Employment Lands Strategy	Review commenced	Commenced	Collation of relevant 2016 Census data has commenced and is ongoing based on the release of data from the ABS.
<b>5.8.2 Increase the focus on jobs and innovation to build on our strengths and achieve a diverse industry base.</b>			
Identify partners who can help the local economy innovate	Partnerships identified	Completed	Series of meetings conducted with local Chamber of Commerce, business groups and individual businesses
<b>5.8.3 Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities.</b>			
Prepare submissions in response to Federal and State Government processes involving the RAAF Base	Submissions made as required	Completed	Submissions made to State and Federal government.
Facilitate the involvement of the community in State and Federal government processes involving the RAAF Base	Advice to community regarding State and Federal consultation processes	Completed	Community event held in November 2017.



DP Strategy and OP Action	Output Measure	Progress	Six Monthly Progress Comments
Monitor Defence Policy and Aviation Policy	Monitoring undertaken	Completed	Regular meeting with defence representatives.
<b>5.8.4 Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food.</b>			
Commence preparation of a Rural and Resource Land Strategy	Strategy preparation commenced	Not yet commenced	Work programmed for 2nd Quarter 2018.
<b>5.8.5 Plan for the continuance and growth of agricultural industry uses with in the Hawkesbury</b>			
Undertake an audit of land zones for agricultural and land used for agricultural purposes.	Audit undertaken	Not yet commenced	Not commenced.
Undertake "Conflict Agriculture" report to understand risk to continuance of agriculture and potential action to help minimize flashpoints	Report commenced	Not yet commenced	Not commenced.
Commence preparation of a Rural and Resource Land Strategy	Strategy preparation commenced	Not yet commenced	Work programmed for 2 <sup>nd</sup> Quarter 2018.